

ADMINISTRATIVE - Internal Use Only

MEMORANDUM FOR: Director of Logistics

SUBJECT : Interviews Concerning Authority Delegated to Supervisory
Individuals

REFERENCE : Memo dtd 8 Jan 73 to OL Division Chiefs fr D/L, subject:
Recommendation 3d of Planning Staff Analysis of
Questionnaire Responses

A report on the results of our interviews of supervisory individuals in each OL
Division is attached. The interviews did not reveal any critical situation in the area
of delegated authorities. There are, however, a number of instances where remedial
action can be taken which will improve the efficiency and effectiveness of Logistics
support, as well as the morale of those individuals at the supervisory level. In
total, we interviewed

Chief, Planning Staff, OL

Att

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SUPPLY DIVISION

1. Number of supervisory employees interviewed -
2. Summary of comments received on authorities delegated.

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a. Procedures used to obtain approval for disposal of materiel appear to be cumbersome and unduly time consuming. They involve:

(1) Ordnance: Except for limited authority for Chief, to dispose of hazardous items, the Chief, SD, must approve disposal of hazardous and unserviceable-nonrepairable ordnance. All other categories must be approved by the Director of Logistics. This requires that documentation with justification and explanation must be routed from OAMS through the Deputy Chief, SMB; Chief, SMB; Deputy Chief, SD; to Chief, SD; and in some cases to the Director of Logistics.

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(2) Other Materiel: Chiefs have authority to approve disposal of unserviceable-nonrepairable materiel turned in. For serviceable and unserviceable repairable materiel the Chief, SMB, has authority with limitations. Otherwise, approval is by Chief, SD. This requires that documentation with justification and explanation be routed from OAMS or GMMS to Deputy Chief, SMB; Chief, SMB; and in some cases to Chief, SD.

b. Several supervisors expressed concern that they have little or no authority or input concerning personnel actions including assignment of personnel to or from their jurisdictions, promotions, and in some cases training arranged for their employees. In discussions it was pointed out to them that overall requirements of the Career Service often dictate that supervisors at every level cannot be a part of such actions in any meaningful manner. Of this they are more-or-less aware. We do believe, however, that remedial steps can be taken to the extent that supervisors are consulted and advised in advance of the reasons for such actions.

c. Several supervisors feel that their authority for action is hampered by the delays encountered as a result of Supply Division administrative procedures for handling routine incoming and outgoing correspondence and messages. On incoming matters, it is general opinion that the supervisor responsible for action should receive a copy immediately rather than wait for it to filter through the Supply Division "front office." Delays amounting to as much as 3 days were cited. Mean-

time, the action supervisor often receives telephone queries from Agency customers concerning a paper or message which requires his attention, but which he has not seen. On outgoing matters, it is thought that there is room for considerable improvement in delegating authority downward for the release of routine correspondence and messages, particularly when they are directed internally to other OL components. In summary, these supervisors feel that too many routine, day-to-day written communications are backlogged and delayed pending review and approval by the hierarchy.

d. By the provisions of LI 20-16 the Chief, [] is required to sign time and attendance reports involving overtime, and he cannot redelegate this authority. Since this action is after-the-fact, there seems to be no practical need for such a restriction.

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STAT e. The Chief, [] FTB, is authorized in the absence of the Chief, FTB, to release cables. However, he is not authorized to classify correspondence. This is an obviously incompatible situation. (It may exist elsewhere.)

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3. Comment received on related matter of interest. Although not related to his individual authority, the Chief, [] FSB, feels that it is most unusual for the DD/S to retain authority at his level for the approval of motor vehicle air conditioners (a \$300 item) for vehicles assigned to all Support Directorate components. It is his opinion that obtaining approval at that level delays action on vehicle requisitions unnecessarily. He does not feel that his Section or Branch needs this authority, but that it should be delegated to the D/L or Chief, SD level. In this connection the Chief, SD, has authority to approve all vehicle allowances increases. The Chief, [] [] also points out that both the DD/P and DD/I have delegated vehicle air conditioner approvals to much lower levels within their directorates.

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LOGISTICS SERVICES DIVISION

1. Number of supervisory employees interviewed --
2. Summary of comments received on authorities delegated.

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a. The Chief, Mail and Courier Branch, and the Chief, Motor Pool Branch, both feel that they need more authority and control concerning personnel actions. The Chief, Mail and Courier Branch, advises that newly appointed couriers begin at the GS-3 level. Authority to routinely promote those exceptional few who are conscientious and dependable, and show initiative to GS-4 level would be advantageous to the efficiency of his Branch. In this connection, he also believes that morale would be improved if Agency courier grades were equalized. He states that the top level for an LSD courier is GS-6, while those for OCI and NPIC couriers are GS-7. The Chief, Motor Pool Branch, believes that it would be of great advantage to his Branch if he had some authority to remove entrenched driver personnel who are sub-standard in performance and whose attitude is such that there is no likelihood of improvement. Their traditional poor performance infects the morale of their fellow workers who see them continue in their jobs despite their failures.

b. In the area of redelegating authority, the Chief, Mail and Courier Branch, commented that he experiences difficulty in convincing some of his subordinates to accept any authority and the related responsibilities involved. Related to this, it is his opinion that personnel recruiters have lowered their standards with regard to bringing in new employees with initiative and dependable conscientious attitudes toward their work.

c. The Chief, Telephone Facilities Branch, believes that the efficiency of LSD would be improved if he had authority to release routine correspondence pertaining to administrative/technical telephone matters. Some examples are:

Certificates of Destruction.
Notification - New Telephone Directory Listings.
Line Load Control Service.
Security Clearance and Cancellation Requests - C&P Employees.
Periodic Telephone Cost Reports.

d. The Supervisor, commented that his authority suffers from inadequate communication and consideration on the part of his superiors. He feels that communications are limited primarily to taking orders from his superiors concerning the day-to-day work assignments of his drivers. He feels that he should

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have a voice in their work, otherwise there is no need for him as a supervisor. Concerning consideration, he does not have confidence in his decisions since he is frequently overruled in his opinion. This occurs primarily on requests for chauffeured sedan trips which he feels cannot or should not be filled. He feels that customers have learned that an appeal to his superiors will always get a chauffeured sedan for them whether justified or not. In summary, he states that he likes his job but feels that he is looked on only as an intermediary for transmitting orders from his superiors to the drivers. Further, he believes that occasional discussion on these matters would improve his morale and his image with the drivers.

3. Comments received on related matters of interest.

a. The Chief, Space Maintenance and Facilities Branch, recommends that officers assigned to that Branch be qualified in the maintenance/engineering field. This recommendation is made on the basis that such qualified individuals would be in a much better position to judge the nature and extent of maintenance problems, cope with GSA in establishing action to be taken, and evaluating the quality and effectiveness of final results. This recommendation appears to have considerable merit.

b. The Supply and Services Branch utilizes the services of several categories of personnel. They are:

- Staff employees
- WAE employees
- GSA personnel
- Non-Government personnel (contracted through GSA)

A considerable amount of overtime is used by the Branch primarily because of restrictions on some activities during normal duty hours. The Branch Chief would appreciate a staff review of the overall personnel situation toward devising means of improved utilization and overtime reduction.

c. The Chief, Telephone Facilities Branch, strongly recommends that he be advised whenever planning begins for occupancy of a new building, e.g., Chamber of Commerce. He states that considerable time and money can be saved by planning telephone installations at that time. Waiting until later often means that major changes must be made in installed conduit and related equipment with resultant needless delays in providing telephone service and unnecessary expense on the part of the Agency and the telephone company.

PRINTING SERVICES DIVISION

1. Number of supervisory employees interviewed --

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2. Summary of comments received on authorities delegated. Except as outlined in the following paragraphs, those interviewed in this Division believe that they have been delegated all of the authority necessary to carry out their functions and, further, that they have successfully delegated all possible authority to their subordinates:

a. The Chief, Photography Branch, feels that the authority delegated by the Chief, PSD, is entirely adequate for his internal PSD responsibilities. He is concerned, however, about the overlapping authority and responsibility for movie making between his Branch and the Film Production Branch, Office of Training. It is his opinion that the PSD Photography Branch is better equipped and staffed to do the job of movie making and that all such functions should be consolidated in PSD.

b. The Supervisor, Graphics and Visual Aids Staff, advised that much of his work, particularly on briefing aids, involves urgent deadline dates and requires work by other elements of PSD before it is ready for the customer. He sometimes experiences difficulty in convincing the other elements to complete a job in order to meet the deadline, since he has no authority in such instances. As a result he receives customer complaints on a situation over which he has no control. The supervisor's suggested solution is to appoint a PSD coordinator who will have the authority to require all elements to assist in completing briefing aids by the date required.

c. The Chief, Press Branch - Day Shift has full authority to fulfill the responsibilities of his Branch, and has introduced a program of delegating all possible authority to his subordinates. He has run into some opposition, however, with older employees who are union oriented and advocate a strict division of work. Some are still reluctant to accept authority or responsibility for any but their tradition-bound specific duties. He feels that he has solved most of these problems, and that, overall, Branch morale has improved as a result.

3. Comment received on related matter of interest. The Supervisor, Composing Branch - Day Shift has no complaint concerning authority per se, but does suggest that some improvement can be made in PSD communications, specifically on changes in requirements. When changes are made which will have a resultant affect on workload or priorities in his Branch, it is his opinion that he could do his job better if he knew about them as far in advance as possible.

PROCUREMENT DIVISION

1. Number of supervisory personnel interviewed -

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2. Summary of comments received on authorities delegated. "Administrative" procurement officers under the supervision of Section Chiefs in the Contracts Management Branch and the General Procurement Branch have no authority to approve procurement actions involving commitment of funds. Extending authorization to individuals in that category who are deemed to have sufficient training, experience, and judgment to approve some procurement instruments would remove some routine paperwork from the Section Chief level, and might well enhance the procurement officers sense of participation. These authorities could include such areas as unilateral contracts (sometimes called purchase orders) and work orders against base contracts. Branch and Section Chiefs interviewed agree on this suggested action, which is within the authority of Chief, PD.

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REAL ESTATE AND CONSTRUCTION DIVISION

1. Number of supervisory employees interviewed - ☐

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2. Summary of comments received on authorities delegated. All of the employees interviewed in this Division are firm in their conviction that the authorities delegated to them are completely adequate in every case. It is also their opinion that the authorities delegated to their subordinates provide them all possible latitude in fulfilling their functional responsibilities. (The Chief, Engineering Branch, pointed out that, in most cases, projects initiated by his Branch must be approved by LSD before action is taken. If and when there is an organizational realignment of his Branch functions in relationship to the LSD Space Maintenance and Facilities Branch, he foresees that some realignment of authority would also be appropriate.)

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